



# City Manager Performance Evaluation

## City Manager: Audra Curts-Whann

For each performance factor, please rate the City Manager on a scale of one (1) to five (5), based on how well they have met your expectations in that area.

- 5** Exceeds Expectations – Results significantly surpass expectations. Superior contribution to the objectives of his/her performance in assigned areas of responsibility.
- 4** Above Expectations – Results are very good. Significant contributions to the objectives of the department and functional area.
- 3** Meets Expectations – Results are good. Performance is consistent with expectations. No important areas of lack of accomplishment.
- 2** Needs Improving – Results do not consistently meet expectations. May lack experience but has the capacity to improve the overall level of performance within a reasonable period of time.
- 1** Does not meet Expectations – Results fall consistently below expectations and improvement is necessary.



# City Manager Performance Evaluation

## PERFORMANCE FACTORS

### I. MANAGEMENT OF THE ORGANIZATION:

Effectively oversees the operations of the organization, fostering a collaborative, team-oriented environment that positions the City for success. Recognizes and celebrates the accomplishments of staff and partner agencies working on behalf of the City. Demonstrates a strong commitment to professional development, succession planning, and internal advancement opportunities. Accepts full accountability for staff performance and the outcomes of City projects and decisions. Proactively addresses mission-critical services, identifies organizational challenges, and implements corrective action.

#### Performance Factor Rating:

			X		
<b>1</b> Does Not Meet Expectations	<b>2</b>	<b>3</b> Meets Expectations	<b>4</b>	<b>5</b> Exceeds Expectations	Unable to Rate

#### General Comments:

Successfully navigated the aftermath of Hurricane Helene while continuing to move forward on projects set in motion by my predecessor(s). Conducts weekly staff meetings with directors/asst directors to keep everyone informed and on the same page.; conducts weekly or biweekly one on one meetings with each director. Encourages regular meetings between department heads and their direct reports via monthly staff meetings (2 hrs AM, typically every third Thurs of each month). Quarterly all staff meetings ("all hands on deck" meetings) Works consistently with the County, Sheriff, Property Appraiser, Clerk, Chamber, USFWS, Save Crystal River, Friends of the 3SS Refuge, and other groups by attending meetings, working on joint issues, and addressing their specific needs and projects with the City.

#### Improvement Suggestions:

Need to work more on organizational challenges, specifically senior staff succession planning, staff development and team building. The staff were fractured upon arrival due to what they experienced in 23-24, and although it's improved, my recent decision to promote one staff member has caused a return to the doubt/trust issues I faced when I arrived for some staff. Figuring out how to foster celebration of achievements by others vs. envy and negativity is one of my focuses. Our low pay scale overall doesn't help – everyone feels they deserve higher wages, and our resources cannot support such – emphasizing the benefits provided unfortunately only goes so far when the economy causes employees to struggle at home. Recognizing employee successes and contributions is key.

## II. EXECUTION OF POLICY:

Understands and adheres to ordinances, resolutions, policies, and procedures governing the City, as well as applicable Federal and State laws and directives. Implements City policy fairly and consistently in alignment with Council decisions, initiatives, and legal requirements. Presents matters in a clear, factual, and analytical manner. Effectively communicates Council policy decisions to staff, partner organizations, and the community.

### Performance Factor Rating:

		X			
<b>1</b> Does Not Meet Expectations	<b>2</b>	<b>3</b> Meets Expectations	<b>4</b>	<b>5</b> Exceeds Expectations	Unable to Rate

### General Comments:

Recently I was forced to reprimand a staff member for a direct violation of city policy for the first time. The staff member claimed it was an oversight, an error and not intentional – I listened carefully and although I had intended to suspend the EE, I gave them the benefit of the doubt and left it as a written reprimand. Two other staff were involved as well, and those two received only a verbal counseling. We are consistent in communicating our city policies to staff through signoff on the Human Resources policies.

As far as communication of changes to laws, such as the recent decision by the state to reverse the ban on open carry, I obtain explanatory materials and disseminate appropriately, explaining verbally then providing materials in writing for reference – to staff and community.

### Improvement Suggestions:

I am not aware of any further improvements I may make in execution of policy as I am very, very careful to adhere to every ordinance, resolution, policy and procedure of the city. If anything, I am hyperaware of perceptions.

### III. FINANCIAL MANAGEMENT:

Properly oversees and manages the budget, demonstrating ingenuity and creativity in addressing budgetary matters, including long-range financial planning, ongoing monitoring, and organizational adaptation. Integrates evolving technologies to enhance service delivery and actively works to maintain cost-competitive government and utility services.

#### Performance Factor Rating:

				X	
<b>1</b> Does Not Meet Expectations	<b>2</b>	<b>3</b> Meets Expectations	<b>4</b>	<b>5</b> Exceeds Expectations	Unable to Rate

#### General Comments:

We have recently gone through the 30 year plan for the CRA budget, and are analyzing current needs and future plans to maximize use of the TIF revenue. We were as creative as we could be in the 2025-26 budget, maintaining all initiatives from the past year & staff wage increases given the very small increase in taxable value of the city due to redevelopment time lags & the economy (and resulting flat or declined revenues outside of property tax). I believe re-allocating the assistant city manager funding to a stipend, the fire department and parks/rec (& other minor projects) enables the city to maintain and enhance services to our residents. We will continue to run lean and keep all city services top notch.

#### Improvement Suggestions:

Continue to think of creative ways to enhance city revenues (i.e. sponsorships/initiatives) without burdening taxpayers. Review existing operations to see if any further efficiencies may be gained.

#### IV. RELATIONS WITH THE COUNCIL:

Makes a consistent effort to remain accessible to Council members and addresses issues they raise in a timely and consistent manner. Maintains honest, transparent, and professional relationships with each Council member. Approaches new ideas, concerns, and complaints from Council members with a positive, solution-focused attitude.

##### Performance Factor Rating:

		X			
<b>1</b> Does Not Meet Expectations	<b>2</b>	<b>3</b> Meets Expectations	<b>4</b>	<b>5</b> Exceeds Expectations	Unable to Rate

##### General Comments:

I am always accessible to all council members. I address each issue brought to me in a timely manner. I am honest and transparent, and always professional. I listen to every person's concerns and ideas equally, and self-reflect at all times. I am open to new ideas, along with historical perspectives and seek them routinely. Our twice monthly one on one sessions are filled with agenda and non-agenda discussions (when applicable) and I communicate with all five council members equally about important topics via email, text or telephone on a regular basis as issues or events arise.

##### Improvement Suggestions:

I have been unable to have a proper relationship with one council member & need to continue work on repairing the relationship if they will allow it.

## V. COMMUNITY RELATIONS AND ENGAGEMENT:

Makes a consistent effort to understand the issues, concerns, and values of the community. Engages with residents to listen, discuss concerns, and gain insight into their interests. Utilizes public engagement and community interactions to inform, educate, and advocate for City initiatives and services. Represents the City in a professional, positive manner. Works proactively and maintains a nonpartisan, professional approach with the media and press. Effectively and appropriately leverages social media. Fosters collaboration and builds strong partnerships with neighboring jurisdictions, partner agencies, and community organizations.

### Performance Factor Rating:

			X		
<b>1</b> Does Not Meet Expectations	<b>2</b>	<b>3</b> Meets Expectations	<b>4</b>	<b>5</b> Exceeds Expectations	Unable to Rate

### General Comments:

I have built good relationships with many individual community members and organizations. I work with residents daily, listening to and discussing their needs and concerns; I have learned so much from so many about the history of this community. My relationship with the local press has been very good, participating in editorial board, making appropriate commentary on the city's behalf in a professional, well-received manner. I write informative, positive monthly columns about the city for the Chronicle as well. I have built good relationships with each of the county's branches – Sheriff Vincent, County Administrator Howard, each of the five county commissioners, city manager Williams of Inverness, as well as our county Clerk of Courts Perry, Supervisor of Elections Baird, Property Appraiser Dalton. I have been blessed to participate in Leadership Citrus Class of 2025 resulting in so many new connections.

### Improvement Suggestions:

Continue to work with citizens directly; would like to establish town halls or another communication/survey method in the upcoming year to get a broader perspective of items of important to citizens.

## VI. COMMUNICATIONS:

Ensures Council members receive important information promptly and effectively. Provides regular updates to keep the Council informed on current and critical issues. Delivers clear, accurate reports and correspondence to the Council and community. Responds to correspondence, requests, and complaints in a timely and appropriate manner. Promotes open, two-way communication and fosters mutual honesty and respect among the Council, staff, and the community.

### Performance Factor Rating:

		X			
<b>1</b> Does Not Meet Expectations	<b>2</b>	<b>3</b> Meets Expectations	<b>4</b>	<b>5</b> Exceeds Expectations	Unable to Rate

### General Comments:

I communicate with all five council members equally about important topics via email, text or telephone on a regular basis as issues or events arise. We publish monthly department reports for council review so council is fully aware of what is happening in the city and our level of service provided. I strive to make sure anything of importance is brought forward to the five council members in a timely manner at all times. I provide immediate response to any inquiries and place a high priority on doing so.

### Improvement Suggestions:

I welcome suggestions on how to better communicate with the council or any areas being reported to council members which might need to be enhanced.

## VII. LEADERSHIP:

Provides the Council and the organization with practical solutions and creative alternatives to issues and challenges, reflecting the community's values. Anticipates and responds proactively to emerging concerns. Ensures Council decisions are well-considered, objective, consistent with past practices, and both legal and ethical. Applies sound administrative practices and leads positively through collaboration, mentoring, coaching, and motivational strategies. Serves as a positive ambassador for the City.

### Performance Factor Rating:

		X			
<b>1</b> Does Not Meet Expectations	<b>2</b>	<b>3</b> Meets Expectations	<b>4</b>	<b>5</b> Exceeds Expectations	Unable to Rate

### General Comments:

I lead the city with integrity – during our quarterly all hands on deck meetings, I have shared exercises with the staff to teach about servant leadership and what that means to me – and how it can be applied in our day to day interactions with each other. I have encouraged recognizing the contributions of others – one of our most recent exercises was having each staff member present tell us about another staff member who makes their work life good & why. We need to appreciate each other and recognize positive contributions. We have weekly directors/asst directors meetings every Tuesday where we review current business including agendas and ongoing projects in every department – this also includes CCSO. I conduct one on one meetings weekly or biweekly also with each director where we address concerns and workload, and future planning.

### Improvement Suggestions:

Although I never ask anyone to work overtime or go beyond their normal duties, I am finding it difficult to change the mindset of the staff who felt overburdened and underappreciated under former city manager Baber – it has carried forward & is like a cancer which I must figure out a way to cure. Telling people they are appreciated is not enough – many employees are critical of each other to the point of causing conflict. This is an ongoing discussion with directors on how to help people feel heard without feeling targeted in any way. And several previous city managers let staff set their own hours & gave a lot of freedom – trying to serve the residents with appropriate service/business hours and balance that is a challenge.

**VIII. PROFESSIONALISM:**

Engages effectively and appropriately with the public and other organizations. Demonstrates dedication by devoting the necessary time and energy to the role. Upholds high ethical standards and integrity, ensuring that politics and personal perspectives do not influence decision-making. Remains active in professional organizations and stays informed on current issues.

**Performance Factor Rating:**

			X		
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**General Comments:**

My professionalism, personal integrity and ethics are of critical importance to me, and I strive to present myself as such to the public at all times. I have not allowed political issues to impede on my ability to make sound judgments, nor allowed my personal feelings to cause reactions to situations occurring. I work very hard to protect the staff, and shield the council from any negativity – glad to shoulder it myself, whether it’s my burden to bear or not. I put in significant hours beyond the typical workdays to attend community events & represent the interests of the city. I participate in many FCCMA/ICMA/FLC events/ webinars/ training/ podcasts – I am working, as instructed, towards credentialing; I read most if not all of the communications coming from the various professional organizations to stay current on issues in the municipal world.

**Improvement Suggestions:**

I welcome suggestions on areas the council thinks I should focus on in relation to this topic.

## IX. VISION, INITIATIVE, PLAN EXECUTION:

Demonstrates leadership that inspires both the organization and the community to embrace problem-solving and solution-oriented action. Actively envisions a future beyond the status quo, developing and presenting new ideas and initiatives for consideration. Adapts to emerging technologies and evolving social media platforms to enhance communication and service delivery. Utilizes the City Council Budget Workshops to identify strategic priorities for the annual budget and work plan, taking ownership of outcomes. Provides professional recommendations and effectively implements the Council's vision to position the City of Crystal River for success.

### Performance Factor Rating:

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### General Comments:

I have a vision which will accomplish some of the areas council members have asked me to pursue as well as others which are simply new ideas: (1) make annexation an attractive option – this goes along with providing our residents specific benefits no one else has – the resident pass is the first idea I hope to bring to fruition which the council has approved in concept – now we need to fully implement to give residents those benefits (reduced or free access to various services which they currently pay for; re-entry process; etc) (2) implementing programmatic initiatives in the parks and recreation area – as a benefit to residents, as well as providing community engagement and entertainment options (3) the sound stage and music series for more cultural events, engagement with local businesses & providing more foot traffic for them (4) community cleanup / neighbors helping neighbors.

I adapt to emerging technology & have brought forth an AI policy through HR; also we are testing a new technology for our city hall phone system while displaced from our original location (in hopes of solving some of the ongoing resident concerns about accessibility the city has had since city hall was vacated).

Brought forward various initiatives to budget workshops – fire department last year, this year parks and recreation & re-alignment of existing staffing, while maintaining current initiatives.

### Improvement Suggestions:

I welcome suggestions on areas the council thinks I should focus on in relation to this topic.

## **NARRATIVE EVALUATION**

What would you identify as the City Manager's strengths expressed in terms of the principal results achieved during the rating period?

I believe my biggest strengths are love for this city and its residents and staff, enthusiasm, financial acumen, ability to multitask and move projects forward & complete tasks timely and effectively.

My recent soundstage project is an example of how positive I am & how I hope to do good things for the city and its residents long term – at this time, I have raised over \$100,000 towards the project and anticipate completion shortly.

Another example of how much I want this city and its residents to be successful is our upcoming Community Beautification event – not something anyone asked for, but very needed. Our neighbors need help – we want to provide it. I believe it will be a successful volunteer event. It is not mandatory for any employee, nor will I be upset at anyone who doesn't want to be part of it – it's just a great way to show our residents the city cares.

What performance areas would you identify as most critical for improvement?

I need council's help to keep relationships positive – the negativity brought forward, at the council level, is affecting staff morale and I am having difficulty offsetting it. I have been asked on more than one occasion "who is going to be targeted next at a council meeting?" and I cannot predict such interactions. If I am the focus, let's keep that focus on me and not cause harm to staff. Tell me what I need to do to improve & help me to be exactly what the council wants.

What suggestions or assistance can you offer the City Manager?

I welcome your input.

What other comments do you have for the City Manager (for example, about priorities, expectations, or specific objectives for the next year)?

Other than continuing to move existing projects forward (almost every project we are currently working on was on the list prior to my arrival), I hope to hear other areas the council members would like to see actions on or your objectives for me to accomplish in the upcoming year.

Printed Name	
Signature	
Date	